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MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

Violet Varona-Lukens, Executive Officer
Clerk of the Board of Supervisors
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Chief Administrative Officer
Auditor-Controller

At its meeting held April 6, 2004, the Board took the following action:

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The following item was called up for consideration:

The Auditor-Controller's recommendation to approve and instruct the Chairman to sign the Services and License Agreement (SLA) with American Management Systems, Inc. (AMS), to provide an upgrade to the County's existing financial software system on a fixed price deliverable basis at \$9,565,000 for services and software for five years of maintenance services at \$4,250,000 (\$850,000 per year) for a total of \$13,815,000, effective upon Board approval through the end of the fifth year of maintenance services estimated to be September 30, 2010; and approve the following related actions:

Authorize the Interim Director of Internal Services to purchase, through competitive bids or use of existing agreements with vendors, the hardware and software necessary for operation of the AMS Advantage 3 software and third party software according to the Project Architecture and Schematic identified for the SLA, at an estimated amount not to exceed \$3,500,000 during the term of the agreement;

Authorize the Auditor-Controller to execute change orders to the SLA necessary for purchase of additional services utilizing contingency funds, not to exceed \$700,000, that are part of the \$9,565,000; and

(Continued on Page 2)

13 (Continued)

Approve appropriation adjustment in amount of \$17,315,000 to transfer funds from the Provisional Financing Uses to the Auditor-Controller to fund the SLA and needed equipment.

Tyler McCauley, Auditor-Controller, Robert Davis, Division Chief for Systems Development, Office of Auditor-Controller, Jonathan Williams, Chief Deputy for the Chief Information Officer, John Geiger, County Counsel, Donna Marea, Vice President of American Management Systems, Inc., and Frances Schreiner, representing PeopleSoft, addressed the Board.

After discussion, on motion of Supervisor Yaroslavsky, seconded by Supervisor Molina, duly carried by the following vote: Ayes: Supervisors Molina, Yaroslavsky, and Antonovich; Noes: Supervisor Knabe; Abstentions: Supervisor Burke, the Board took the following actions:

1. Adopted the Auditor-Controller's aforementioned recommendation; and
2. Instructed the Chief Administrative Officer and Auditor-Controller to provide a status report every-other-month as the project progresses.

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Copies distributed:
Each Supervisor
County Counsel



J. TYLER McCAULEY
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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June 29, 2005

TO: Supervisor Gloria Molina, Chair
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley *[Signature]*
Auditor-Controller

SUBJECT: eCAPS PROJECT STATUS REPORT – JUNE 2005

The eCAPS Project is on schedule for the go-live implementation of all planned modules by July 1, 2005.

The focus of the eCAPS Project for the last two months has been working on a variety of project tasks to prepare the production environment and train the staff to successfully meet the July 2005 go-live date. These tasks included setting up the application production environment; completing the performance testing of the application; testing the interfaces from and to department systems; loading the final Chart of Accounts and other table values for use in FY 2005-06; conducting end-user training and establishing the security settings for use of the application.

Project Status

Project On Schedule:	Yes
Project Within Budget:	Yes
Issues Requiring Attention:	Interfaces; Security/Workflow; Reports
CIO Oversight Concerns:	Yes

The eCAPS Project remains on schedule for implementing the new financial system on July 1, 2005. KinGap and LEADER warrants/direct deposits were prepared on Monday June 27, and the first data entry for departments for FY 2005-06 will begin on Wednesday, June 29.

"To Enrich Lives Through Effective and Caring Service"

The project team was successful in bringing the development of interfaces and reports back in line with the schedule. Currently, four major activities are facing the project team in preparation for the implementation schedule: 1) completing end-user training; 2) full volume testing of interfaces; 3) establishing the daily production schedule; 4) and establishing the user security/internal control plans in the application.

Phase I - Project Accomplishments This Period

Project accomplishments for the previous two-month period include:

- Completed the majority of the end-user training (over 2,900 end-users) for all eCAPS major functional areas, as scheduled, by June 24 (key milestone). Follow-up and refresher classes are scheduled after June 24 for these functional areas for departments. In addition, training sessions on the use of reports and training for departmental security coordinators are scheduled for this week.
- Continued the testing of software modifications delivered to meet County business requirements and conducted Integrated System Testing of each functional area. All critical issues will be resolved by go-live and remaining issues will be addressed during the warranty period.
- Finalized the Chart of Accounts values to meet departmental business needs on July 1. Table value updates will be completed on June 28 prior to opening on-line entry for departments.
- Completed the testing and received approval of warrants for all bank accounts from Bank of America.
- Established an Auditor-Controller Help Desk Plan for support of the application after go-live, including:
 - Posting all user manuals on the eCAPS Project web-site;
 - Creating quick reference guides for each functional area;
 - Continuing availability of the Learning Environment for practice;
 - Establishing email accounts for questions;
 - Establishing an on-line web application for reporting incidents; and
 - Establishing phone numbers to call for assistance.
- Received internal control plans from each of the departments for applicable areas.
- Completed the certification of 96 out of 102 inbound interface files from departments for legacy applications that will be sending files to eCAPS, such as department applications requesting warrants, DHS procurement and patient accounting

applications and DPW's financial application. Remaining files related to processes not occurring on July 1, such as 1099, will be processed next January.

Planned Activities for Next Reporting Period

The eCAPS Project Team's focus for the next two-month period is to:

- Complete the activities necessary for the start-up of eCAPS, including completing end-user training; finalizing reports; finalizing table set-up and establishing security/workflow in the new application;
- Transfer information to eCAPS from CAPS based on the year-end close and final values in CAPS;
- Transfer the commitments and accounts payable from CAPS to eCAPS;
- Transfer beginning fund balances from CAPS to eCAPS;
- Transfer balance sheet balances from CAPS to eCAPS;
- Transfer contracts and balances from CCMS to eCAPS; and
- Update eCAPS based on final Board of Supervisors' budget actions.

Interfaces

- Complete the testing of files from departments for inbound interfaces; and
- Establish the daily schedule for processing inbound and outbound interfaces.

Reporting

- Complete developing all reports planned for availability on July 1;
- Move the reports into the production environment; and
- Conduct department training on accessing the regular reports.

Phase I - Project Issues and Corrective Actions - Developing System Interfaces, Reports, and Security and Workflow

There are three areas that provide the most risk to a smooth transition to the eCAPS application: interfaces, report performance, and establishing security/workflow.

Interfaces

The eCAPS Project Team has worked with departments to certify that the inbound interfaces that will be received from departments will be in the proper format and meet the data requirements for entry into eCAPS. All interfaces needed for July 1 have been certified and test files have been successfully loaded to the eCAPS application.

The next step is to test a full volume file in the production environment. Even though test files worked properly, additional issues have been uncovered when a full volume file was tested. The eCAPS Project Team continues to work with departments to

resolve these discrepancies and is confident that all critical files can be successfully loaded into eCAPS.

Because of the delays in receiving inbound files, creating outbound files that will be sent to departments continue to lag. Until a department successfully delivers an inbound file of data, a successful outbound file cannot be produced. Again the eCAPS Project Team will continue to work with departments to meet their departmental needs and assure the successful receipt of eCAPS information.

Reports

All planned Cognos Reports for July 1 have been developed and are currently under final review. An area of concern is the performance and response time in producing reports. The eCAPS Project provides all reporting on-line with the capability to print reports locally. This is a new approach and the performance of generating the reports on-line continues to be fine tuned. There is a concern that as more data is entered into the eCAPS application the production of reports will be slowed. This issue will be closely monitored.

Security/Workflow

The eCAPS application provides for automated security and document approvals (workflow). This was available in CAPS to a limited degree and will be used more extensively in eCAPS. This is an area that will be closely monitored to ensure the correct levels of approval are applied to documents and that delays in processing do not occur.

Other Issues

In addition to interfaces, departments will continue to experience additional workload as they assess the impact of the eCAPS Project design on their business procedures. Over 2900 staff has received training, but departments may have difficulty transitioning to eCAPS as staff begins processing documents. The Auditor-Controller will provide departments assistance through the eCAPS Project Team and the help desk created to support the application.

Phase II – Accomplishments and Planned Activities for the Next Period

On April 19, 2005, the Board of Supervisors authorized an amendment to the eCAPS contract with CGI-AMS for five subprojects to the eCAPS Project:

- Budget Preparation (initiated in April 2005)
- Time Collection (initiated in April 2005)
- Materials Management – Procurement, Inventory, Fixed Assets (July 2005)

- Human Resources Design (July 2005)
- Legacy System Analysis (July 2005)

The first two subprojects (Budget Preparation and Time Collection) began in April and are progressing with the design phase for the subproject. The remaining three subprojects are currently being planned and are not scheduled to begin until late July or early August.

Budget Preparation (BP)

The BP project team is comprised of six County staff from the CAO, Auditor-Controller, Sheriff, DPW, and ISD and a Team Lead from the CAO. CGI-AMS currently has two staff, increasing to four in July. The team has:

- Completed the draft Project Control Document for the BP subproject;
- Held the project kick-off meeting;
- Installed the software and began loading data for prototyping in the prototyping environment;
- Developed prototyping scripts;
- Held at least eight informational sessions with departments to gather information on the department's existing budget preparation requirements; and
- Began project team training on the application.

The project team will complete the development of prototyping scripts and begin the prototyping sessions around July 15.

Time Collection (TC)

The TC project team is comprised of seven County staff from DHS, Auditor-Controller, DHS, Sheriff, and DPW with a Team Lead from DHR. A project site has been relocated to available DHS office space in El Monte. The team has:

- Completed the draft Project Control Document for the TC subproject;
- Held the project kick-off meeting;
- Began loading data for prototyping in an AMS prototyping environment (the prototyping environment will be established on County equipment in July);
- Developed over 130 prototyping scripts;
- Held several informational sessions with departments to gather information on the department's existing timecard requirements;
- Began project team training on the application; and
- Started prototyping sessions the week of June 20.

Chief Information Office Oversight Concerns and Recommendations

The eCAPS Project Team has implemented key actions to mitigate any potential business interruptions prior to the July 1 go live – the special processing of critical KinGap and welfare payments and making the eCAPS application available early to departments for online data entry. In addition, the Chief Information Office (CIO) canvassed all 38 departments to identify any potential issues (e.g., interfaces, testing, training and access) affecting departmental readiness for the eCAPS implementation and go live. The results were shared with the eCAPS project team and they are actively working to address key issues that were identified.

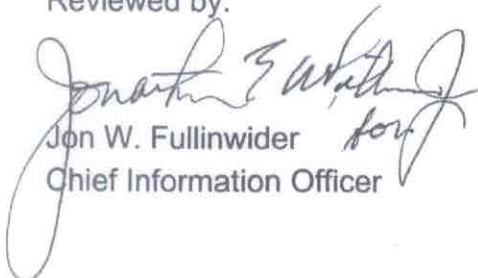
The testing of inbound and outbound interfaces continues to be a concern. Full production file testing has uncovered processing issues, which are being addressed by the eCAPS Project Team and affected departments. Good progress is being made to help mitigate any potential departmental business disruptions.

The CIO has brought in additional Cognos assistance to help the eCAPS Project team diagnose and resolve report performance problems. They identified opportunities to improve report response time and performance, which will be implemented post eCAPS application go-live. An interim approach has been utilized to develop these reports, while report performance and response issues are being resolved. The CIO will be working closely with the eCAPS Project Team to ensure that this will be addressed quickly and effectively.

JTM:rad

c: Chief Administrative Officer
County Counsel
eCAPS Advisory Committee
Information Systems Commission

Reviewed by:


Jon W. Fullinwider
Chief Information Officer